

# HEATHROW PERFORMANCE REPORT

Measures, Targets and Incentives - December 2023

Operational Planning  
Printed: 08 Feb 2024



Heathrow

# Heathrow Performance Report December 2023



## Passenger Experience and Service Level Performance

	Target	T2	T3	T4	T5	LHR
Overall Satisfaction <sup>1</sup>	4.26	4.39	4.33	4.33	4.26	
Passenger Assistance Service - Overall Satisfaction <sup>1</sup>	4.00					4.05
Security Staff - Helpfulness and Attitude <sup>1</sup>	4.10	4.37	4.36	4.33	4.26	
Airport Staff - Helpfulness and Attitude <sup>1</sup>	4.36	4.41	4.40	4.40	4.35	
Ease of Access to Airport <sup>1,2</sup>	4.44					4.35
% of UK Population Within 3 Hours (and One Interchange)						29.00%
Customer Effort <sup>1</sup>	91.00%	93.52%	91.94%	92.35%	89.51%	
Cleanliness <sup>1</sup>	4.15	4.36	4.25	4.36	4.29	
Wayfinding <sup>1</sup>	4.20	4.38	4.32	4.37	4.29	
Wi-Fi <sup>1</sup>	4.05	4.19	4.20	4.26	4.15	
Enjoy My Time at the Airport <sup>1</sup>	80.50%	79.40%	76.06%	79.53%	73.30%	
Airport that Meets My Needs <sup>1</sup>		94.47%	92.82%	93.54%	91.18%	
Feel Safe and Secure <sup>1</sup>	96.00%	98.47%	98.23%	98.44%	98.15%	
Immigration EEA	95.00%	99.49%	99.59%	99.54%	99.35%	
Immigration Non EEA	95.00%	95.76%	78.53%	87.19%	94.24%	
Security - CSA (QT < 5 minutes)	95.00%	97.97%	98.34%	97.74%	97.69%	
Security - CSA (QT < 10 minutes)	99.00%	99.90%	99.63%	100.00%	99.90%	
Security - Staff Search	95.00%	98.78%	97.51%	98.70%	97.30%	
Security - Transfer	95.00%	98.06%	98.75%	100.00%	97.71%	
	<b>Target</b>	<b>CTA</b>	<b>Cargo</b>	<b>Eastside</b>	<b>T5</b>	<b>Southside</b>
Security - Control Post	95.00%	99.11%	98.51%	98.68%	97.92%	97.42%

**Notes:**

- 1 - MTI calculation is based on Moving Annual Average (MAA) for these metrics
- 2 - Ease of Access to Airport is updated Quarterly

## Service Level Performance

	Target	T2	T3	T4	T5	LHR
Lifts, Escalators, Travellators	99.00%	99.02%	99.31%	99.08%	99.10%	
FEGP	99.00%	100.00%	99.99%	99.96%	100.00%	
Jetties <sup>4</sup>	99.00%	99.87%	98.68%	99.93%	99.87%	
PCA	98.00%	99.96%	100.00%		100.00%	
SEG	99.00%	100.00%	99.99%	99.98%	99.99%	
Check-In Infrastructure	98.00%	97.96%	98.84%	99.15%	98.66%	
Hygiene Testing - Amber Tests Resolved in 12 hours	100.00%	100.00%	100.00%	100.00%	100.00%	
Hygiene Testing - Red Tests Resolved in 2 hours	100.00%	100.00%	100.00%	100.00%	100.00%	
TTS - One Car	99.00%				99.98%	
TTS - Two Car	97.00%				99.82%	
Arrivals Reclaim	99.00%	99.34%	99.45%	99.77%	99.92%	
Baggage System Delivery	98.00%	98.34%	98.70%	98.65%	99.29%	
Baggage Misconnect Rate						21.10
Runway Operational Resilience <sup>3</sup>	0.00					0.00
Stands	99.00%	99.77%	99.73%	99.74%	99.88%	
Pier Service <sup>1</sup>	95.00%	98.26%	95.84%	100.00%		
Airport Arrivals Management						9.00
Airport Departures Management						25.00
Departure Punctuality	80.50%					61.70%
Passenger Injuries <sup>1</sup>						7.96

**Notes:**

- 3 - days in which the metric was below 3 don't trigger a rebate payment and therefore are marked as '0' to avoid confusion
- 4 - For Terminal 3 Jetties, there is an ongoing alleviation discussion

# Heathrow Performance Report December 2023



## Financial Report - Rebates and Bonus

### Rebates:

	Dec-23					YTD		
	T2	T3	T4	T5	Other	Estimated Rebate	Estimated Rebate	Total Failures
Security Staff - Helpfulness and Attitude	✓	✓	✓	✓		£0.00	£0.00	0
Cleanliness	✓	✓	✓	✓		£0.00	£0.00	0
Wayfinding	✓	✓	✓	✓		£0.00	£0.00	0
Wi-Fi	✓	✓	✓	✓		£0.00	£0.00	0
Security - CSA (QT < 5 mins or QT < 10 mins)	✓	✓	✓	✓		£0.00	£0.00	0
Security - Staff Search	✓	✓	✓	✓		£0.00	£0.00	0
Security - Transfer	✓	✓	✓	✓		£0.00	£0.00	0
Security - Control Post					✓	£0.00	£0.00	0
Lifts, Escalators, Travellators	✓	✓	✓	✓		£0.00	£0.00	0
FEGP	✓	✓	✓	✓		£0.00	£0.00	0
Jetties <sup>1</sup>	✓	✗	✓	✓		£171,754.79	£171,754.79	1
PCA	✓	✓	✓	✓		£0.00	£0.00	0
SEG	✓	✓	✓	✓		£0.00	£0.00	0
Check-In Infrastructure	✗	✓	✓	✓		£415,250.78	£639,662.90	2
Hygiene Testing	✓	✓	✓	✓		£0.00	£179,529.70	2
TTS				✓		£0.00	£265,053.69	1
Arrivals Reclaim	✓	✓	✓	✓		£0.00	£0.00	0
Runway Operational Resilience					✓	£0.00	£157,862.93	1
Stands	✓	✓	✓	✓		£0.00	£0.00	0
Pier Service	✓	✓	✓	✓		£0.00	£0.00	0
<b>Total</b>						<b>£587,005.57</b>	<b>£1,413,864.01</b>	<b>7</b>

### Bonuses:

	Dec-23						YTD		
	Lower Threshold	Upper Threshold	T2	T3	T4	T5	Estimated Bonus	Estimated Bonus	Total Pass
Cleanliness	4.35	4.65	4.36	4.25	4.36	4.29	£0.00	£0.00	0
Wayfinding	4.40	4.70	4.38	4.32	4.37	4.29	£0.00	£0.00	0
Security - CSA (QT < 5 minutes)	97.00%	99.00%	97.97%	98.34%	97.74%	97.69%	£314,811.49	£1,733,744.41	5
Security - Transfer	97.00%	99.00%	98.06%	98.75%	100.00%	97.71%	£107,978.82	£476,019.30	6
<b>Total</b>							<b>£422,790.30</b>	<b>£2,209,763.71</b>	<b>11</b>

#### Credit Notes:

Will be raised and allocated to the relevant parties that used the terminal in the relevant month pro-rata with the airport charges incurred for passenger services in that month.

#### Bonus:

- All business units must exceed Lower Threshold
- Financial year is from January 2023 - December 2023
- The Security - Transfers bonus that was earned in May 2023, Heathrow has decided not to pursue this due to alleviations granted in relation to IA

#### Notes:

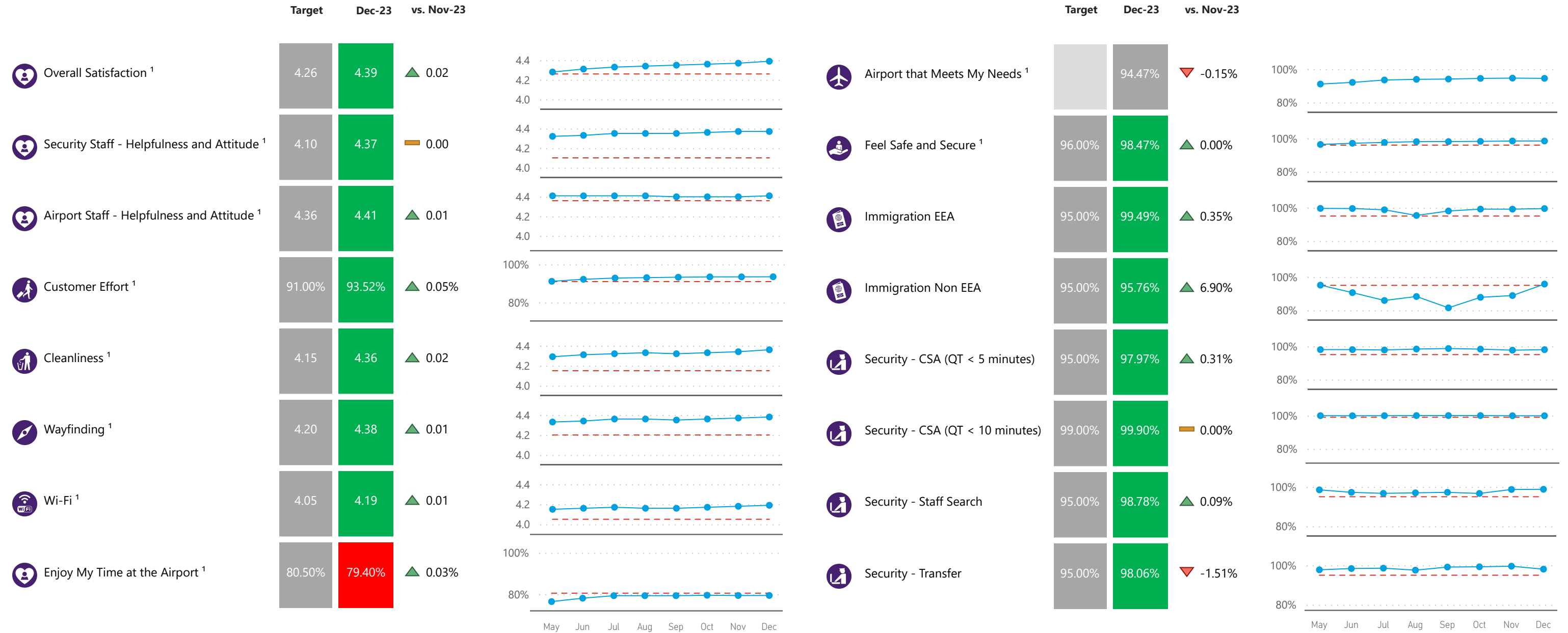
\* YTD starts from the H7 Period that commenced 1<sup>st</sup> May 2023

1 - For Terminal 3 Jetties, there is an ongoing alleviation discussion

# Terminal 2 Performance Report December 2023

# Heathrow

## Passenger Experience and Service Level Performance



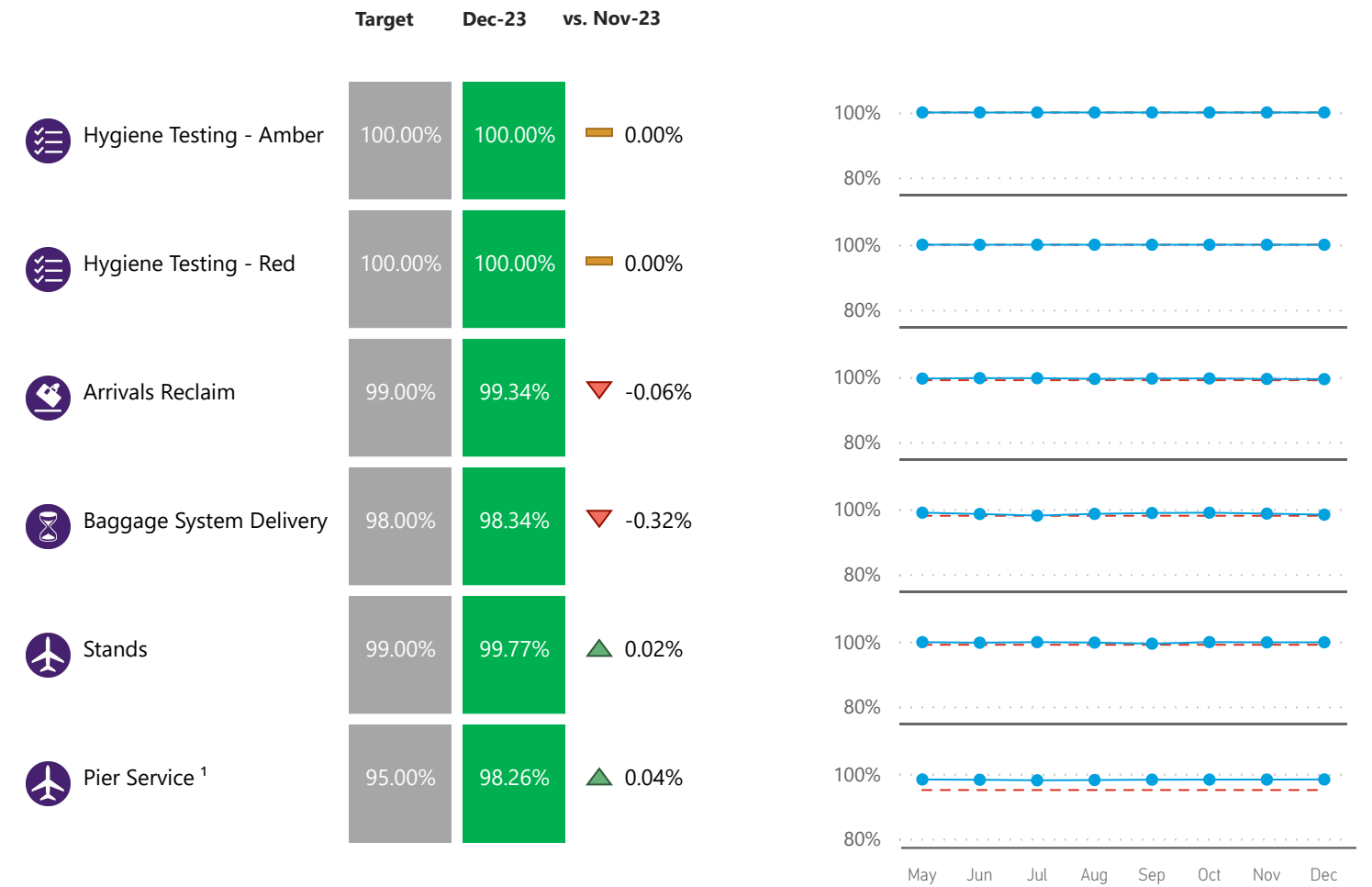
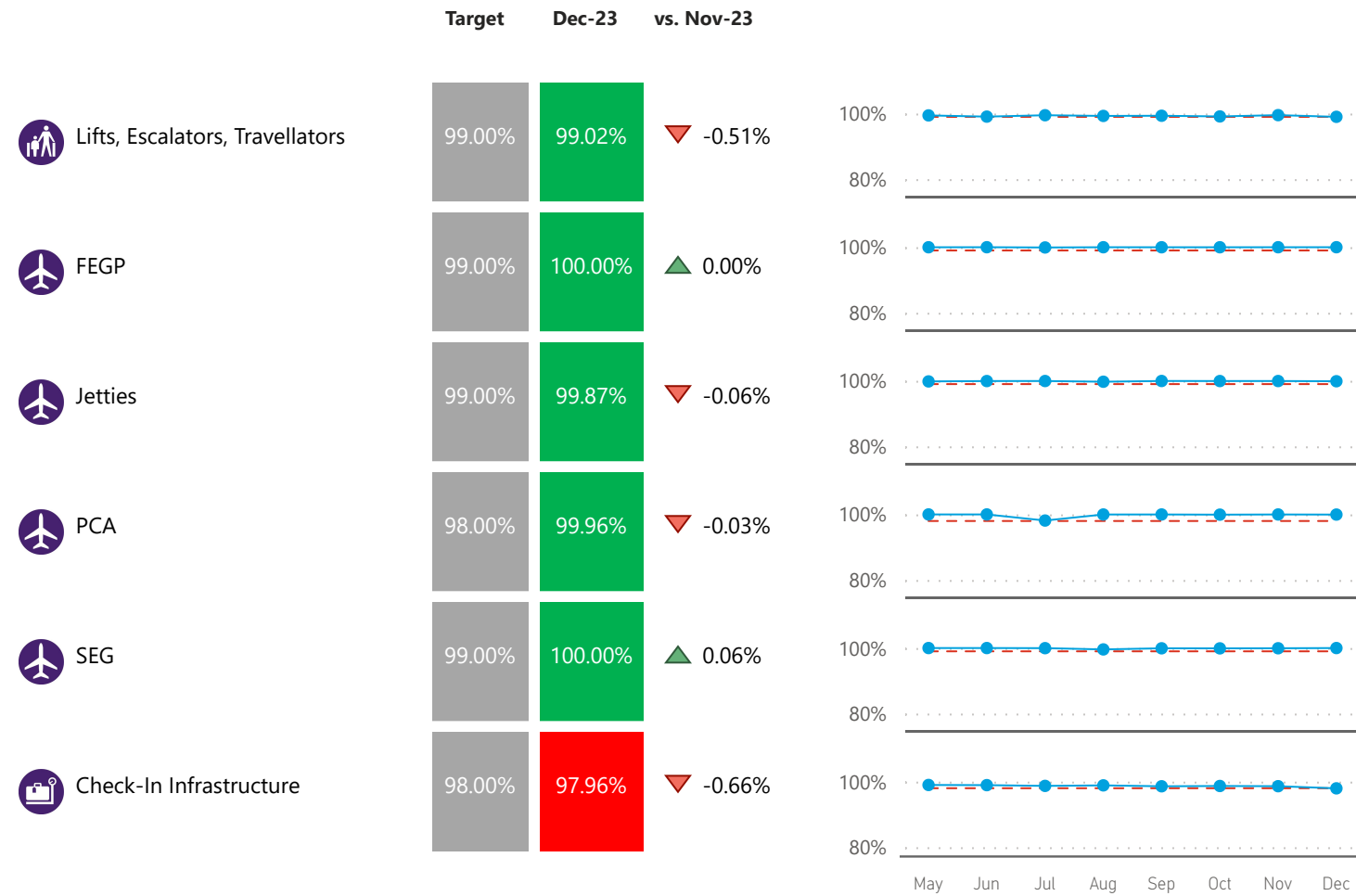
**Notes:**

<sup>1</sup> - MTI calculation is based on Moving Annual Average (MAA) for these metrics

# Terminal 2 Performance Report December 2023

# Heathrow

## Service Level Performance



**Notes:**

1 - MTI calculation is based on Moving Annual Average (MAA) for these metrics

# Terminal 2 Performance Report December 2023

## Financial Report - Rebates and Bonus

### Rebates:

	Dec-23		Year-to-Date	
	Target Achieved	Estimated Rebate	Estimated Rebate	Number of Failures
Security Staff - Helpfulness and Attitude	✓	£0.00	£0.00	0
Cleanliness	✓	£0.00	£0.00	0
Wayfinding	✓	£0.00	£0.00	0
Wi-Fi	✓	£0.00	£0.00	0
Security - CSA (QT < 5 mins or QT < 10 mins)	✓	£0.00	£0.00	0
Security - Staff Search	✓	£0.00	£0.00	0
Security - Transfer	✓	£0.00	£0.00	0
Lifts, Escalators, Travellators	✓	£0.00	£0.00	0
FEGP	✓	£0.00	£0.00	0
Jetties	✓	£0.00	£0.00	0
PCA	✓	£0.00	£0.00	0
SEG	✓	£0.00	£0.00	0
Check-In Infrastructure	✗	£415,250.78	£415,250.78	1
Hygiene Testing	✓	£0.00	£0.00	0
Arrivals Reclaim	✓	£0.00	£0.00	0
Stands	✓	£0.00	£0.00	0
Pier Service	✓	£0.00	£0.00	0
<b>Total</b>		<b>£415,250.78</b>	<b>£415,250.78</b>	<b>1</b>

### Bonuses:

	Measure	Dec-23		Year-to-Date			
		Lower Threshold	Upper Threshold	Actual	Estimated Bonus (All Terminals)	Estimated Bonus (All Terminals)	Number of Bonus
Cleanliness	MAA	4.35	4.65	4.36	£0.00	£0.00	0
Wayfinding	MAA	4.40	4.70	4.38	£0.00	£0.00	0
Security - CSA (QT < 5 minutes)		97.00%	99.00%	97.97%	£314,811.49	£1,733,744.41	5
Security - Transfer		97.00%	99.00%	98.06%	£107,978.82	£476,019.30	6
<b>Total</b>					<b>£422,790.30</b>	<b>£2,209,763.71</b>	<b>11</b>

#### Credit Notes:

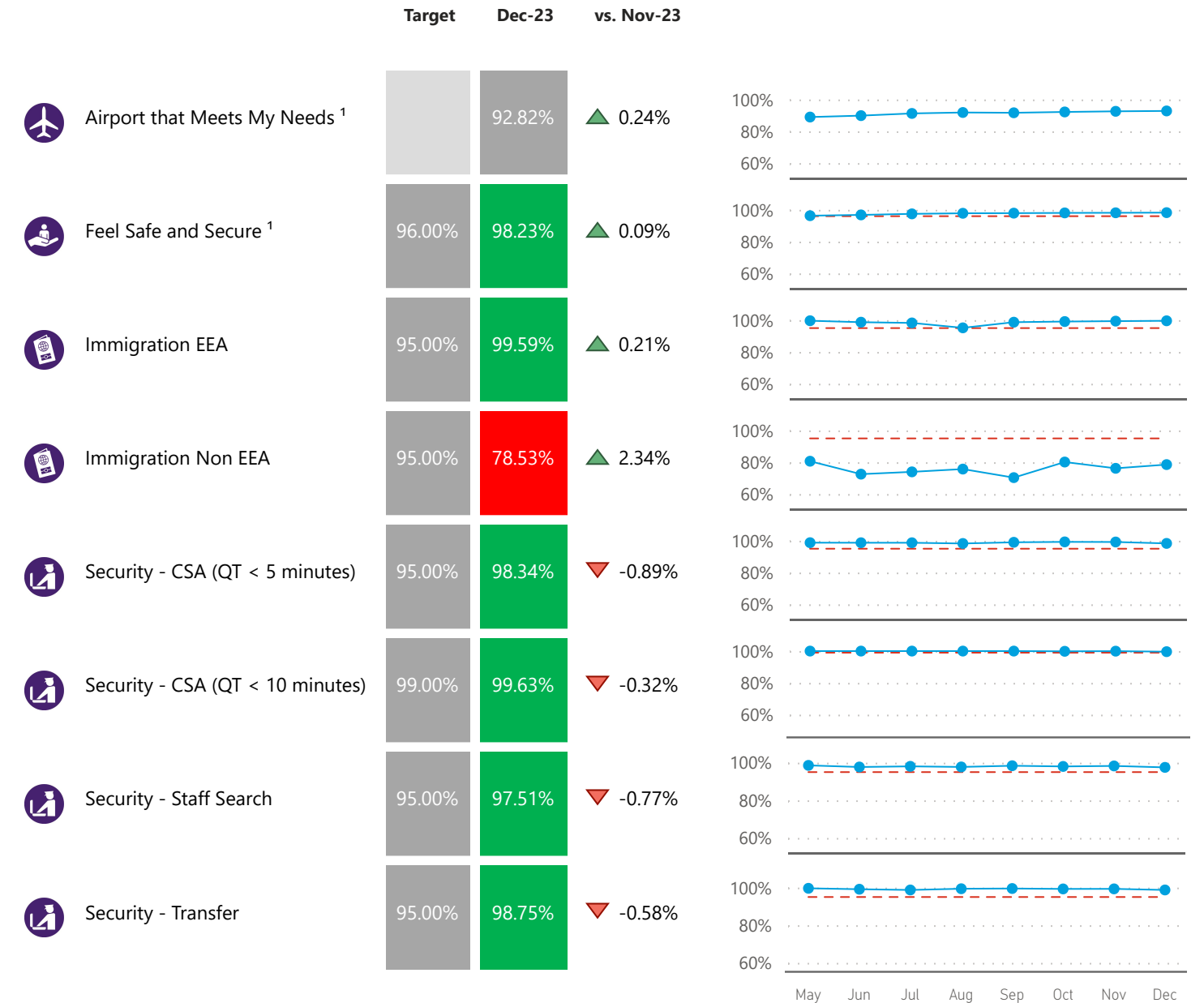
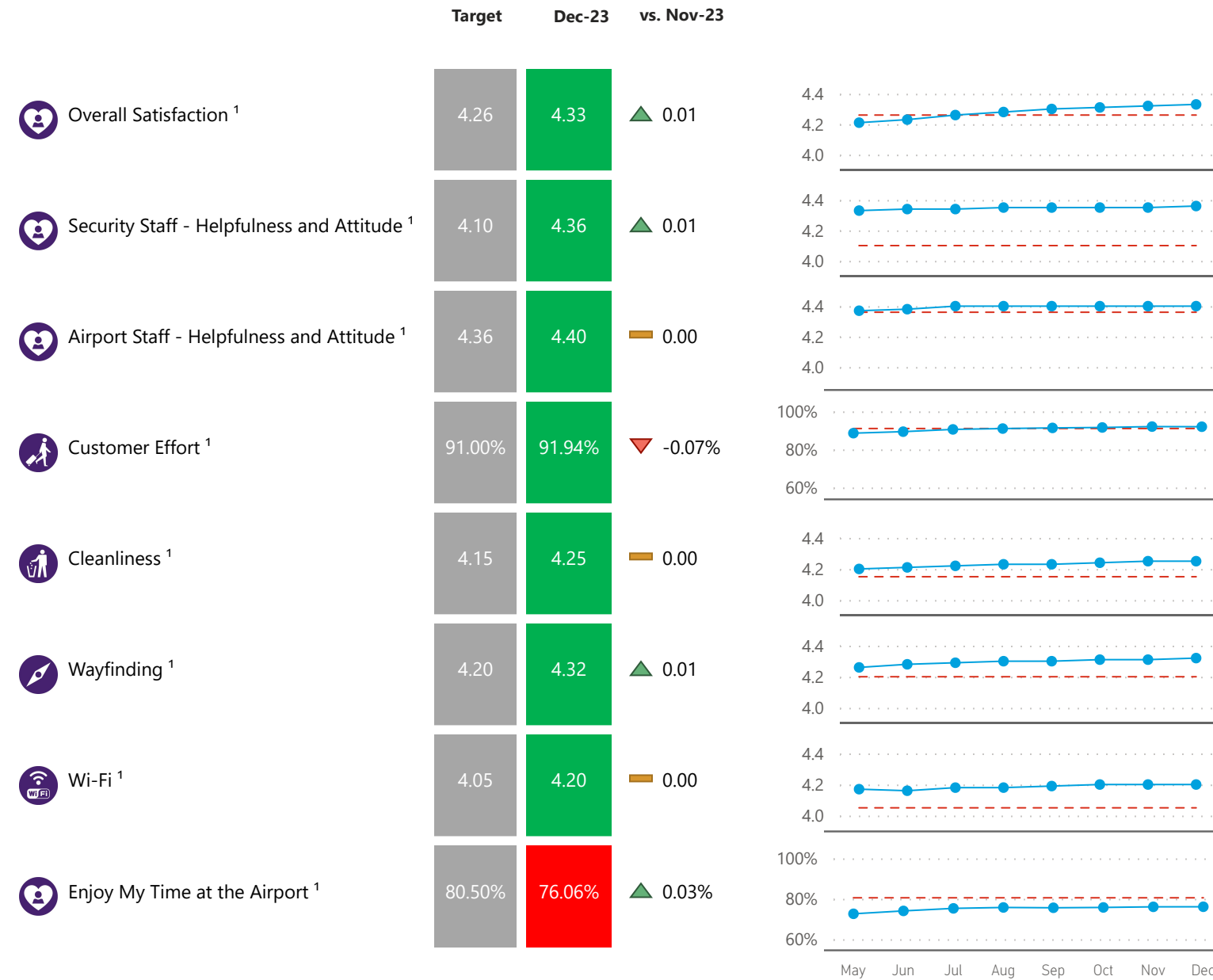
Will be raised and allocated to the relevant parties that used the terminal in the relevant month pro-rata with the airport charges incurred for passenger services in that month.

Financial year is from January 2023 - December 2023

# Terminal 3 Performance Report December 2023



## Passenger Experience and Service Level Performance

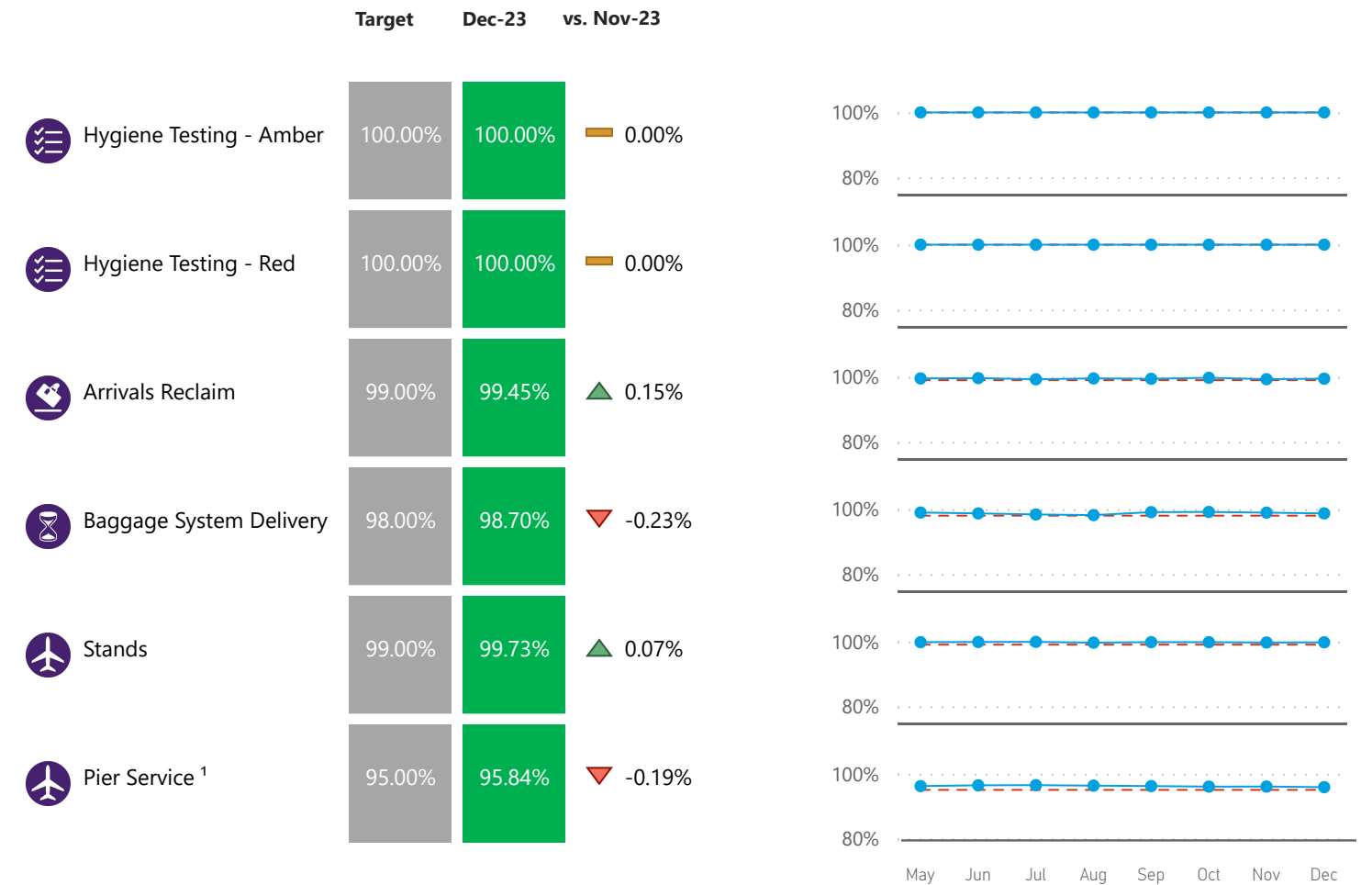
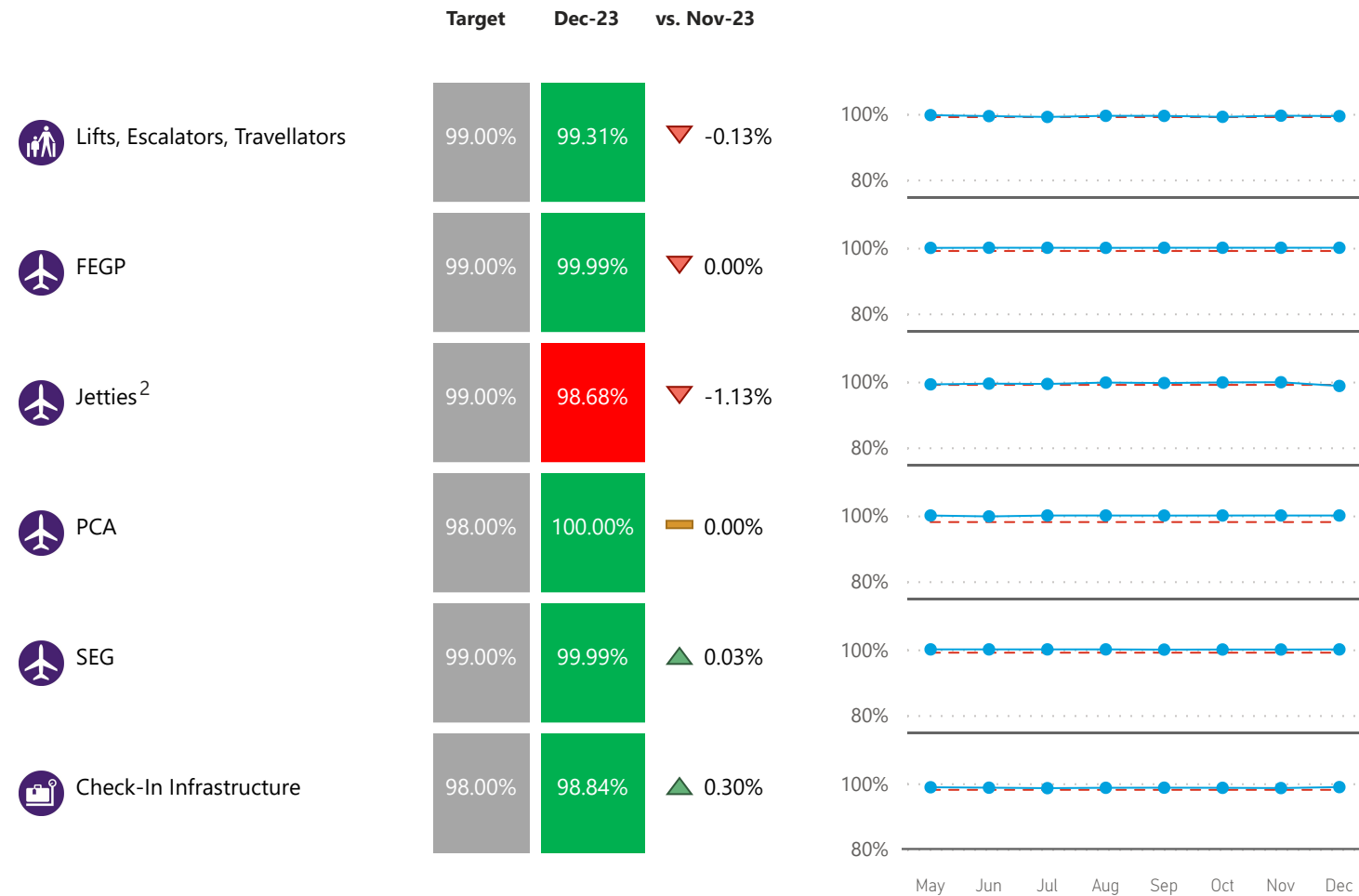


**Notes:**

<sup>1</sup> - MTI calculation is based on Moving Annual Average (MAA) for these metrics

# Terminal 3 Performance Report December 2023

## Service Level Performance



# Heathrow

**Notes:**

1 - MTI calculation is based on Moving Annual Average (MAA) for these metrics

2 - For Terminal 3 Jetties, there is an ongoing alleviation discussion



## Terminal 3 Performance Report December 2023

## Financial Report - Rebates and Bonus

## Rebates:

	Dec-23		Year-to-Date	
	Target Achieved	Estimated Rebate	Estimated Rebate	Number of Failures
Security Staff - Helpfulness and Attitude	✓	£0.00	£0.00	0
Cleanliness	✓	£0.00	£0.00	0
Wayfinding	✓	£0.00	£0.00	0
Wi-Fi	✓	£0.00	£0.00	0
Security - CSA (QT < 5 mins or QT < 10 mins)	✓	£0.00	£0.00	0
Security - Staff Search	✓	£0.00	£0.00	0
Security - Transfer	✓	£0.00	£0.00	0
Lifts, Escalators, Travellators	✓	£0.00	£0.00	0
FEGP	✓	£0.00	£0.00	0
Jetties <sup>1</sup>	✗	£171,754.79	£171,754.79	1
PCA	✓	£0.00	£0.00	0
SEG	✓	£0.00	£0.00	0
Check-In Infrastructure	✓	£0.00	£0.00	0
Hygiene Testing	✓	£0.00	£0.00	0
Arrivals Reclaim	✓	£0.00	£0.00	0
Stands	✓	£0.00	£0.00	0
Pier Service	✓	£0.00	£0.00	0
<b>Total</b>		<b>£171,754.79</b>	<b>£171,754.79</b>	<b>1</b>

## Bonuses:

	Measure	Dec-23		Year-to-Date			
		Lower Threshold	Upper Threshold	Actual	Estimated Bonus (All Terminals)	Estimated Bonus (All Terminals)	Number of Bonus
Cleanliness	MAA	4.35	4.65	4.25	£0.00	£0.00	0
Wayfinding	MAA	4.40	4.70	4.32	£0.00	£0.00	0
Security - CSA (QT < 5 minutes)		97.00%	99.00%	98.34%	£314,811.49	£1,733,744.41	5
Security - Transfer		97.00%	99.00%	98.75%	£107,978.82	£476,019.30	6
<b>Total</b>					<b>£422,790.30</b>	<b>£2,209,763.71</b>	<b>11</b>

## Credit Notes:

Will be raised and allocated to the relevant parties that used the terminal in the relevant month pro-rata with the airport charges incurred for passenger services in that month.

Financial year is from January 2023 - December 2023

1 - For Terminal 3 Jetties, there is an ongoing alleviation discussion

# Terminal 4 Performance Report December 2023



## Passenger Experience and Service Level Performance



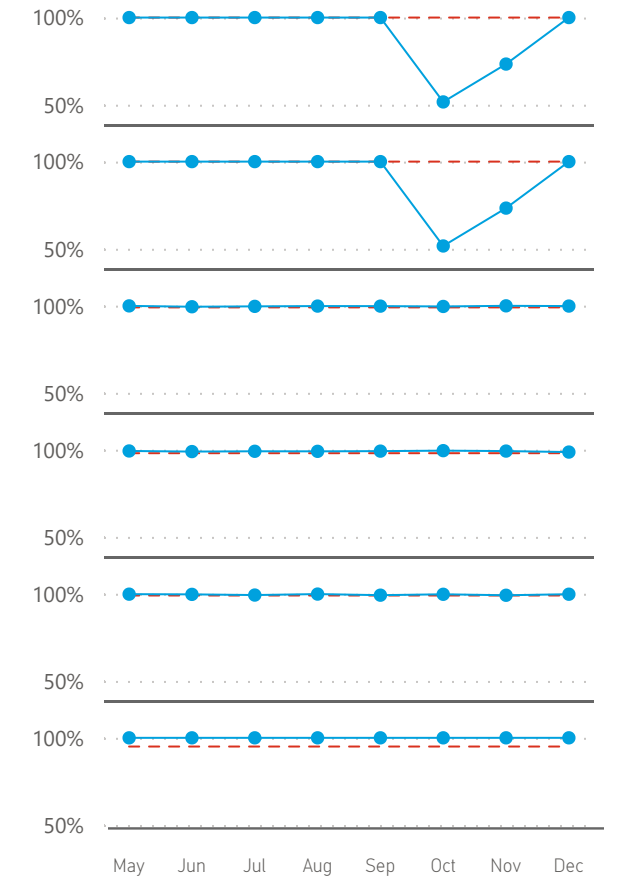
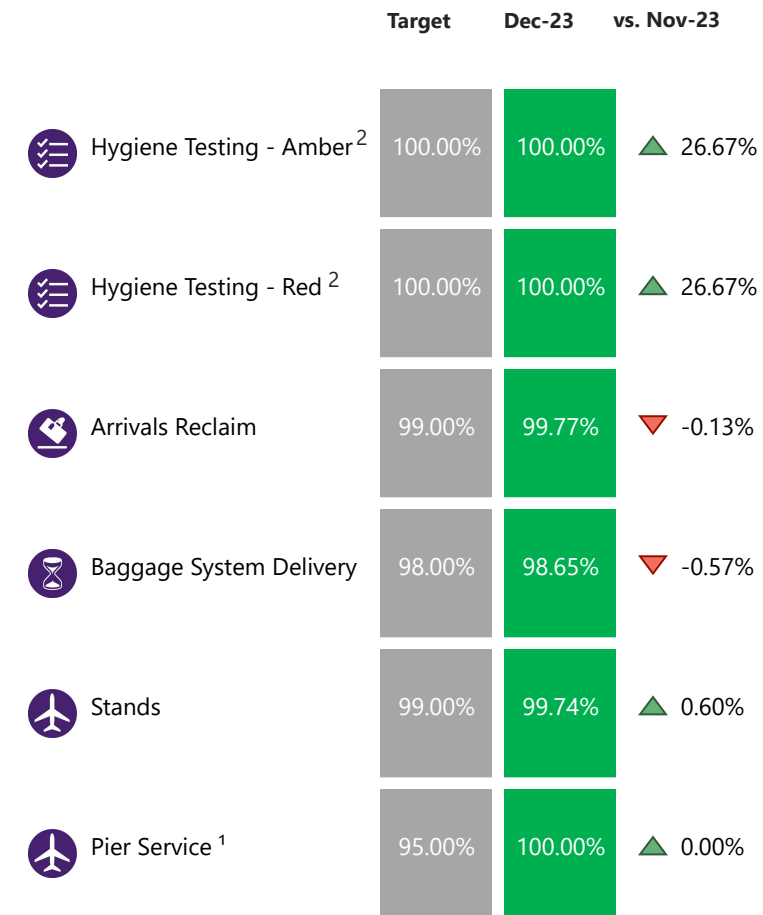
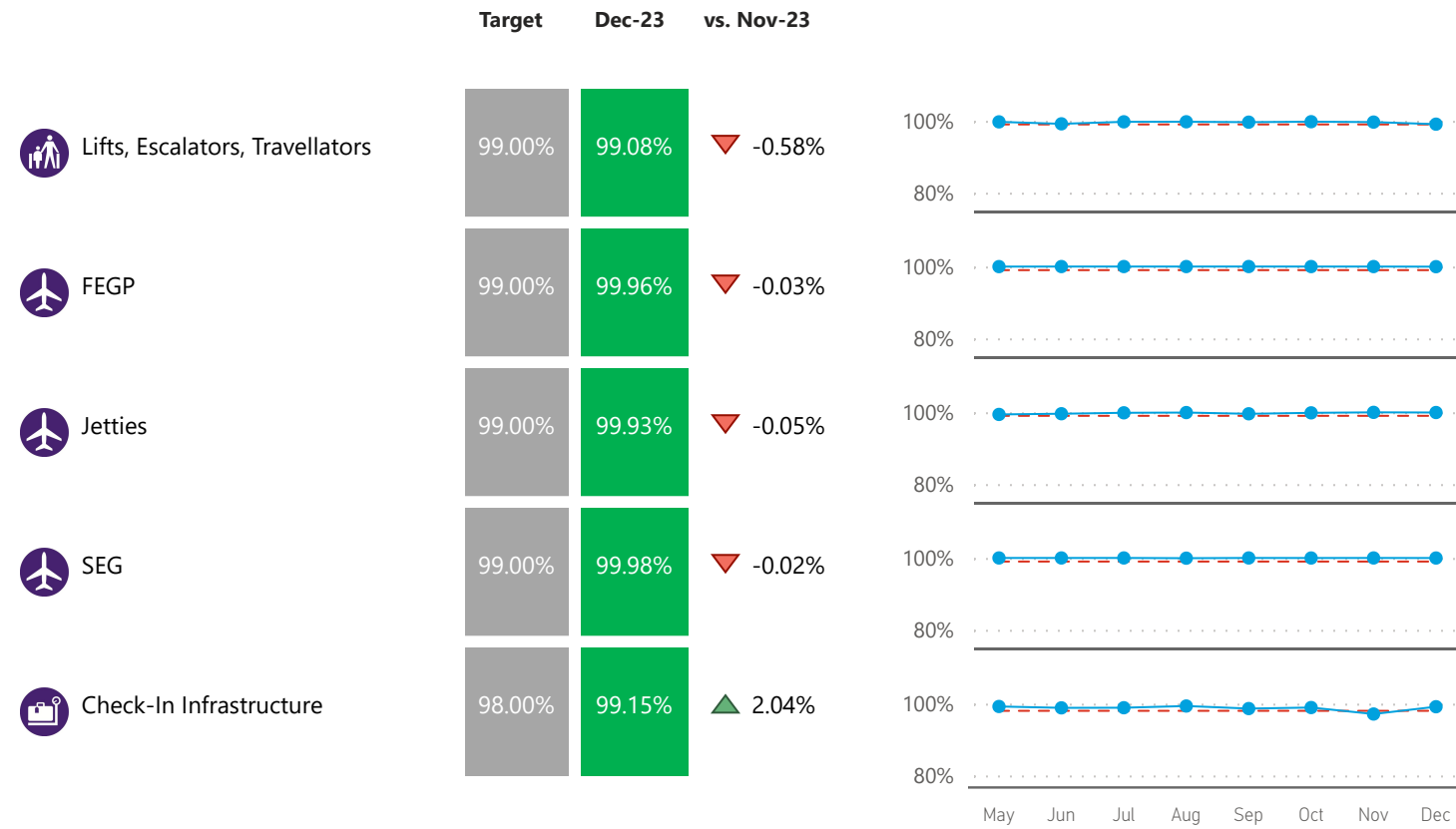
**Notes:**

<sup>1</sup> - MTI calculation is based on Moving Annual Average (MAA) for these metrics

# Terminal 4 Performance Report December 2023

# Heathrow

## Service Level Performance



**Notes:**

1 - MTI calculation is based on Moving Annual Average (MAA) for these metrics

**Notes:**

1 - Hygiene Testing - T4 experienced an equipment failure during October and November that resulted in Heathrow being unable to carry out the requirements laid out the testing. Performance up to the time of failure has exceeded our license requirements and the cleanliness of our Terminals is supported by our QSM Passenger Surveys, where passengers rate T4 at 4.36 during October and November

# Terminal 4 Performance Report December 2023

## Financial Report - Rebates and Bonus

### Rebates:

	Dec-23		Year-to-Date	
	Target Achieved	Estimated Rebate	Estimated Rebate	Number of Failures
Security Staff - Helpfulness and Attitude	✓	£0.00	£0.00	0
Cleanliness	✓	£0.00	£0.00	0
Wayfinding	✓	£0.00	£0.00	0
Wi-Fi	✓	£0.00	£0.00	0
Security - CSA (QT < 5 mins or QT < 10 mins)	✓	£0.00	£0.00	0
Security - Staff Search	✓	£0.00	£0.00	0
Security - Transfer	✓	£0.00	£0.00	0
Lifts, Escalators, Travellators	✓	£0.00	£0.00	0
FEGP	✓	£0.00	£0.00	0
Jetties	✓	£0.00	£0.00	0
SEG	✓	£0.00	£0.00	0
Check-In Infrastructure	✓	£0.00	£224,412.12	1
Hygiene Testing	✓	£0.00	£179,529.70	2
Arrivals Reclaim	✓	£0.00	£0.00	0
Stands	✓	£0.00	£0.00	0
Pier Service	✓	£0.00	£0.00	0
<b>Total</b>		<b>£0.00</b>	<b>£403,941.82</b>	<b>3</b>

### Bonuses:

	Measure	Dec-23		Year-to-Date			
		Lower Threshold	Upper Threshold	Actual	Estimated Bonus (All Terminals)	Estimated Bonus (All Terminals)	Number of Bonus
Cleanliness	MAA	4.35	4.65	4.36	£0.00	£0.00	0
Wayfinding	MAA	4.40	4.70	4.37	£0.00	£0.00	0
Security - CSA (QT < 5 minutes)		97.00%	99.00%	97.74%	£314,811.49	£1,733,744.41	5
Security - Transfer		97.00%	99.00%	100.00%	£107,978.82	£476,019.30	6
<b>Total</b>					<b>£422,790.30</b>	<b>£2,209,763.71</b>	<b>11</b>

#### Credit Notes:

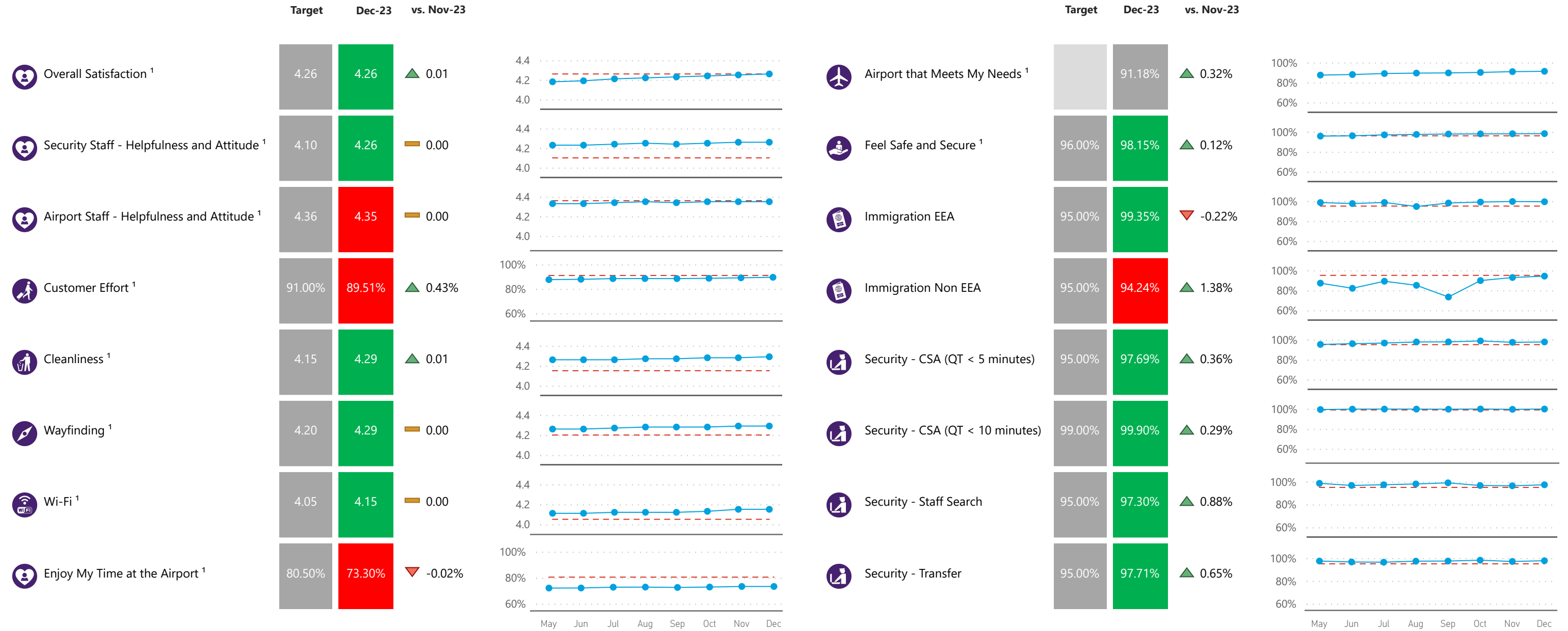
Will be raised and allocated to the relevant parties that used the terminal in the relevant month pro-rata with the airport charges incurred for passenger services in that month.

Financial year is from January 2023 - December 2023

# Terminal 5 Performance Report December 2023



## Passenger Experience and Service Level Performance

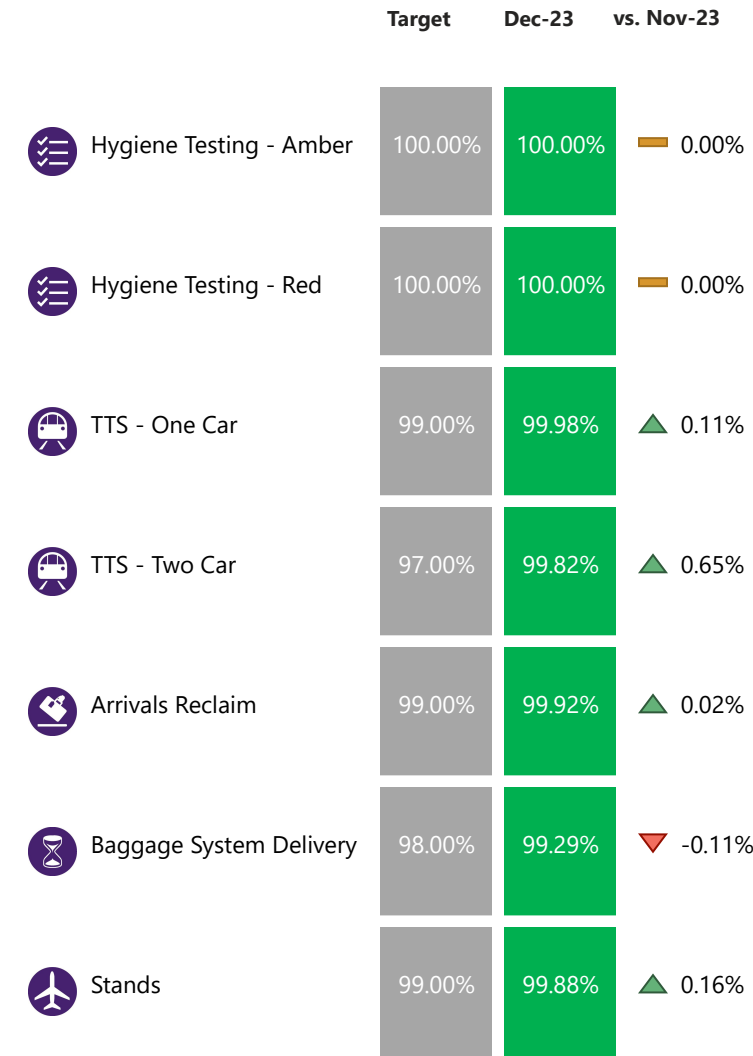


**Notes:**

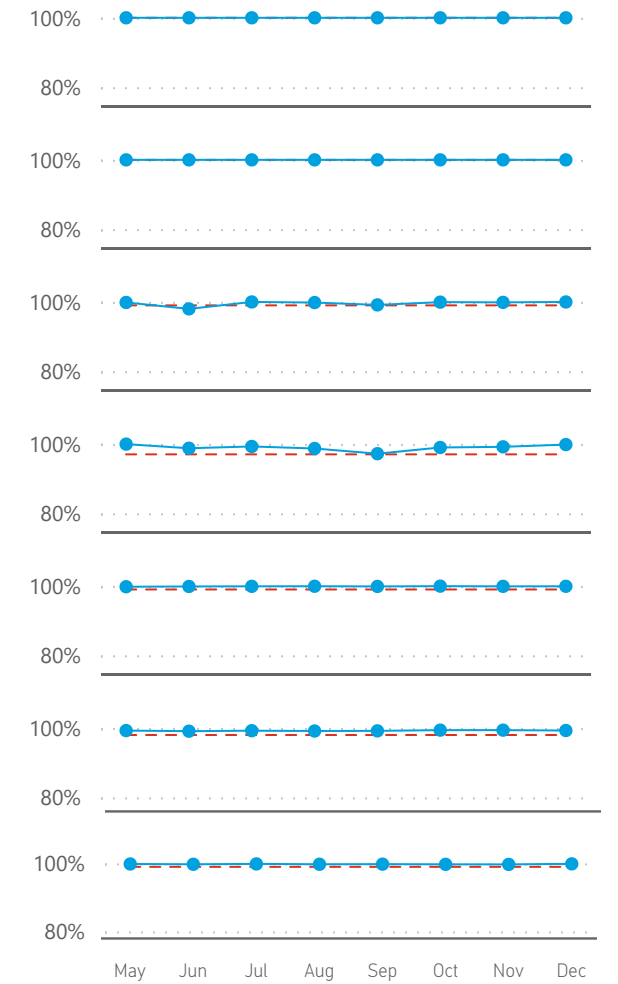
<sup>1</sup> - MTI calculation is based on Moving Annual Average (MAA) for these metrics

# Terminal 5 Performance Report December 2023

## Service Level Performance



# Heathrow



# Terminal 5 Performance Report December 2023

## Financial Report - Rebates and Bonus

### Rebates:

	Dec-23		Year-to-Date	
	Target Achieved	Estimated Rebate	Estimated Rebate	Number of Failures
Security Staff - Helpfulness and Attitude	✓	£0.00	£0.00	0
Cleanliness	✓	£0.00	£0.00	0
Wayfinding	✓	£0.00	£0.00	0
Wi-Fi	✓	£0.00	£0.00	0
Security - CSA (QT < 5 mins or QT < 10 mins)	✓	£0.00	£0.00	0
Security - Staff Search	✓	£0.00	£0.00	0
Security - Transfer	✓	£0.00	£0.00	0
Lifts, Escalators, Travellators	✓	£0.00	£0.00	0
FEGP	✓	£0.00	£0.00	0
Jetties	✓	£0.00	£0.00	0
PCA	✓	£0.00	£0.00	0
SEG	✓	£0.00	£0.00	0
Check-In Infrastructure	✓	£0.00	£0.00	0
Hygiene Testing	✓	£0.00	£0.00	0
TTS	✓	£0.00	£265,053.69	1
Arrivals Reclaim	✓	£0.00	£0.00	0
Stands	✓	£0.00	£0.00	0
Pier Service	✓	£0.00	£0.00	0
<b>Total</b>		<b>£0.00</b>	<b>£265,053.69</b>	<b>1</b>

### Bonuses:

	Measure	Dec-23		Year-to-Date			
		Lower Threshold	Upper Threshold	Actual	Estimated Bonus (All Terminals)	Estimated Bonus (All Terminals)	Number of Bonus
Cleanliness	MAA	4.35	4.65	4.29	£0.00	£0.00	0
Wayfinding	MAA	4.40	4.70	4.29	£0.00	£0.00	0
Security - CSA (QT < 5 minutes)		97.00%	99.00%	97.69%	£314,811.49	£1,733,744.41	5
Security - Transfer		97.00%	99.00%	97.71%	£107,978.82	£476,019.30	6
<b>Total</b>					<b>£422,790.30</b>	<b>£2,209,763.71</b>	<b>11</b>

#### Credit Notes:

Will be raised and allocated to the relevant parties that used the terminal in the relevant month pro-rata with the airport charges incurred for passenger services in that month.

Financial year is from January 2023 - December 2023

# Appendix

## Passenger Experience and Service Level Performance

Measure	Info
Overall Satisfaction	Passenger satisfaction (out of 5)
Passenger Assistance Service - Overall Satisfaction	Passenger satisfaction (out of 5)
Security Staff - Helpfulness and Attitude	Passenger satisfaction (out of 5)
Airport Staff - Helpfulness and Attitude	Passenger satisfaction (out of 5)
Ease of Access to Airport	Passenger satisfaction (out of 5)
% of UK Population Within 3 Hours (and One Interchange)	% of UK population who live within 3 hours (and one interchange) of Heathrow by public transport
Customer Effort	% of passengers agreeing that their journey through Heathrow was easy
Cleanliness	Passenger satisfaction (out of 5)
Wayfinding	Passenger satisfaction (out of 5)
Wi-Fi	Passenger satisfaction (out of 5)
Enjoy My Time at the Airport	% of passengers agreeing that they enjoy their time at the airport
Airport that Meets My Needs	% of passengers agreeing that the airport met their needs
Feel Safe and Secure	% of passengers agreeing that they felt safe and secure at the airport
Immigration EEA	% of passengers queueing < 25 minutes
Immigration Non EEA	% of passengers queueing < 25 minutes
Security - CSA (QT < 5 minutes)	Queue Times < 5 minutes
Security - CSA (QT < 10 minutes)	Queue Times < 10 minutes
Security - Staff Search	Queue Times < 10 minutes
Security - Transfer	Queue Times < 10 minutes
Security - Control Post	Queue Times < 15 minutes

## Service Level Performance

Measure	Info
Lifts, Escalators, Travellators	Availability for use
FEGP	Availability of Fixed Electrical Ground Power
Jetties	Availability of Air-bridges
PCA	Availability of Pre-Conditioned Air
SEG	Availability of Stand Entry Guidance
Check-In Infrastructure	Availability for use
Hygiene Testing - Amber Tests Resolved in 12 hours	% of amber tests resolved in 12 hours
Hygiene Testing - Red Tests Resolved in 2 hours	% of red tests resolved in 2 hours
TTS - One Car	Track Transit System - % time one car available
TTS - Two Car	Track Transit System - % time two cars available
Arrivals Reclaim	Availability of arrivals baggage carousels
Baggage System Delivery	% of bags delivered to make up area > 30 mins from intended flight departure
Baggage Misconnect Rate	Number of bags per 1,000 passengers that miss intended departing flight
Runway Operational Resilience	Availability of Runway - Maximum cumulative movements deferred each day
Stands	Availability of stands
Pier Service	% of passengers accessing a pier served stand
Airport Arrivals Management	Average time for aircraft to reach stand
Airport Departures Management	Average time between start request time and take off time
Departure Punctuality	% of flights off chocks within 15 minutes
Passenger Injuries	Number of passengers/million passengers that are injured while travelling through the airport



**Heathrow**